

Executive Registry

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18 February 1984

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science & Technology

FROM: Acting Director of Central Intelligence

SUBJECT: Avon Harding and his Office of Equal
Employment Opportunity

1. I want to remind the Deputies that my decision to place the EEO function in the Office of Personnel as opposed to its former location out of the Director's office was to cause an integration of the two functions so that EEO becomes a normal reaction within the entire personnel management system--from recruitment to assignments, promotions and retirement.

2. With the move of the Office of Personnel to the DDA, I fear one of two things may happen. Either the EEO and personnel function will become the exclusive turf of the DDA, or that the other Directorates, viewing EEO within the DDA, will not feel that Avon and his office are equally an asset for them.

3. I would urge that the DDI, DDO and DDS&T make full use of the EEO office and ensure that they have a continuous and active dialogue with Avon. I am anxious that we have a balanced EEO program throughout the entire Agency and not have one Directorate gain all the glory.

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John N. McMahon

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cc Executive Director

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